

When it hits the fan...

Your primer for crisis communications management

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Introductions

- Name
- Role
- Organization
- What do you want to learn today?

Our agenda

- Issues Management Programs
- Crisis Communications Management
- Your crisis team
- Your organization's spokesperson(s)
- Ethical considerations
- Case studies and role play

'419'

- What are the public relations objectives for this client?
- Who are the stakeholders?
- What are the key messages?
- What are the communications vehicles?
- What are the communications and operations options for this client?
- How will the outcomes be monitored and evaluated?

Crisis Communications Plans

- Why have one?
- 50% of organizations don't
- Crises happen to all sizes/types of organizations (not just Equifax or Volkswagen)

Potential crisis scenarios

- Harassment, abuse or discrimination
- Illegal or unethical behaviour
- Whistler-blowers
- White collar crime
- Cybercrime/data breaches
- Employee or customer casualty or fatality
- Natural disaster
- Workplace violence, activist or social media attacks
- Employees caught on smartphone video behaving badly (remember the pizza)
- Environmental damage
- Sudden death, incapacitation or dismissal of a key exec
- Labour action or work stoppage

Customize...and then...

- Develop initial strategies for each scenario
- Identify your crisis team members
- Communication priorities
- Key stakeholder groups
- Likely questions and initial messages
- Prepare holding statements for your website and social media
- Have them vetted and pre-approved by legal and management so they can be used immediately if needed.

Training...

- Train
- Rehearse
- Conduct an exercise
- Integrate into any other plans
- Review and exercise the plan regularly...at least annually

Culture check chance

- Looking closely in the mirror

Ethical considerations

- Who to tell
- What to say
- How much to say
- Apologies
- Judgment calls
- Alignment of values
- Professional & personal choices

12 step program

- 1. Prepare a plan
- 2. Name a spokesperson
- 3. Brainstorm
- 4. Be up-front
- 5. Gather the facts
- 6. Respond to all queries
- 7. Never lie
- 8. Don't blather
- 9. Don't speculate
- 10. 'Off the record' – not
- 11. Don't use jargon
- 12. De-brief and review

7 Needless Sins

- 1. We don't have time.
- 2. We aren't sure...
- 3. We have a plan, but...
- 4. May be sued, so not talking
- 5. Forgot our employees
- 6. We'll handle it when it happens
- 7. Missing the opportunity

Final points re CCM

- 50% of companies fail within two years of a disaster
- 2/3rd of crises are predictable and preventable

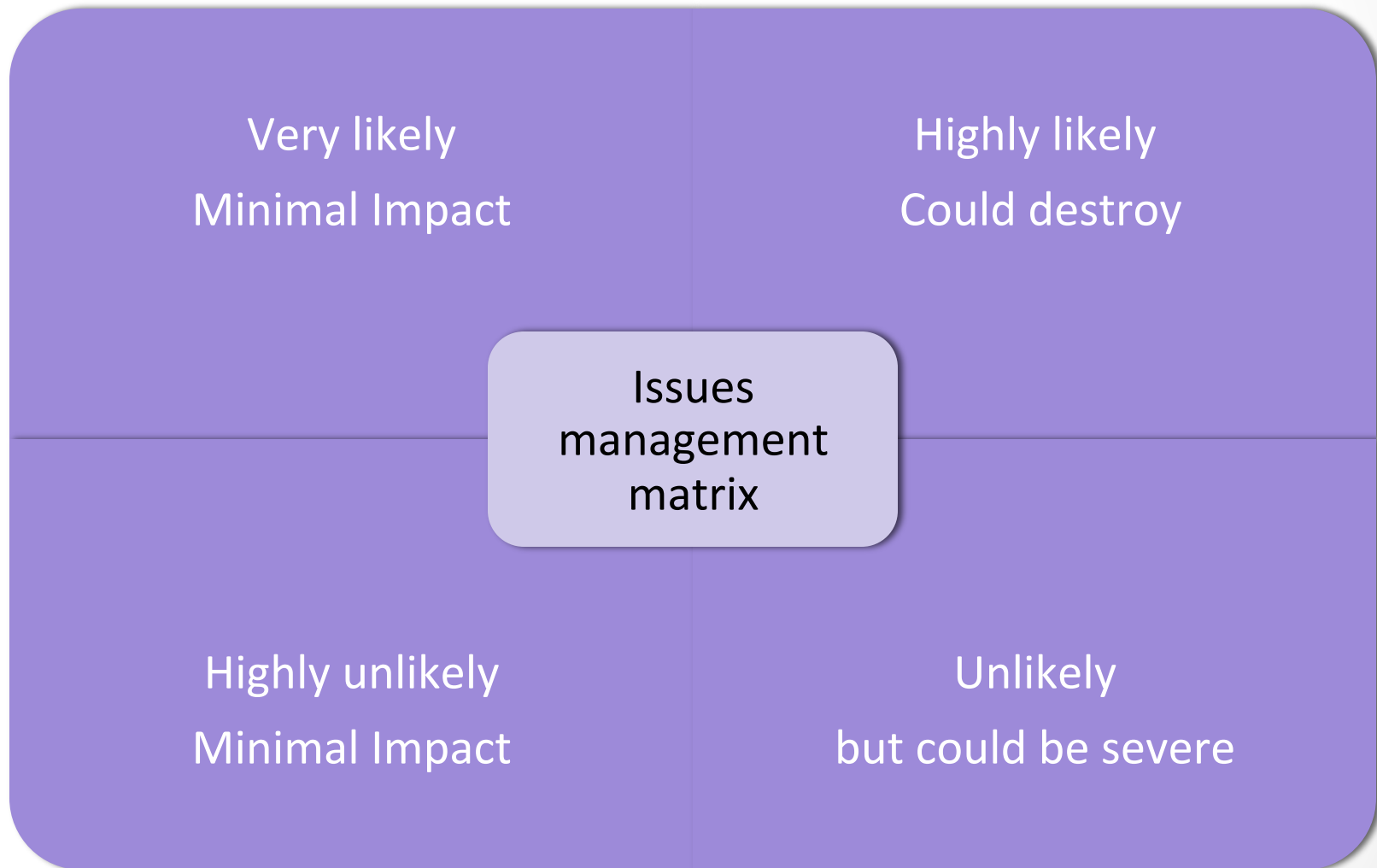
'Held hostage'

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Issues Management Program

- Assess
- Identify potential of issue
- Identify type/severity of issue

Build your IM matrix



Build your IM matrix

Vertical Y axis = Probability of occurrence

Horizontal X axis = Severity, duration, financial impact

Have conversations

- All C-suite executives
- In-house (or external) legal counsel
- Corporate communications
- Divisions/regions
- Safety & risk management
- HR
- IR
- IT

Ask them...

- What keeps you up at night?
- What sudden and/or smoldering crises do you anticipate?
- Operational crises plans? Tested? Integrated?
- Spokesperson? Trained?
- Personnel issues?
- Stakeholder communications?

Prioritize & rank issues

Prioritize:

- Potential of occurring
- Potential severity
- Duration & financial impact

Rank:

- Most likely to happen
- Most likely to cause significant damage

Estimate costs

- Losses in sales, customers, profitability
- Depressed quarterly earnings
- Lawsuits or class action suits
- Market share loss to competition and erosion of brand/reputation
- Labour union actions
- Government investigations, legal fees, fines, settlements and
- Value of executives time dealing with the crisis

Recommendations

With your financial damages estimates, brief senior management and make recommendations for developing operational crises management plans and CC plans.

A Death in the House

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Questions?

Thank you!